



## **Stakeholder Communications Plan**

January 2003



# FTI COMMUNICATIONS PLAN

January 2003



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## *FTI Stakeholder Communications Plan*

### I. Overview:

- Purpose of the FTI Communications Plan
- Stakeholder Communications Key Objectives
- The Stakeholder Communications Team

### Purpose of the Stakeholder Communications Plan

FTI Stakeholder Communications is the functional area responsible for the communications and outreach activities for the FAA Telecommunications Infrastructure (FTI) Program. This critical component of FTI is responsible for communicating "the official word" from the FTI Program Office to internal and external stakeholders using all viable means of communication.

FTI has numerous stakeholders with diverse interests and priorities. It is the goal of Stakeholder Communications to effectively communicate the right information to FTI's audiences, maximizing the impact of these communications while using limited resources.

This plan covers the overall strategy and plan of action the FTI Stakeholder Communications Team will take to effectively communicate with FTI stakeholders throughout the FTI Program lifecycle.

Until now, Stakeholder Communications has focused on promoting and marketing FTI. Like any other product, the early stages of FTI involved building a brand image and increasing stakeholders' awareness of this new telecommunications program. During the past few years, the Stakeholder Communications Team has actively worked to establish the FTI brand and connect with stakeholders by creating the FTI logo and promoting the program through trade shows, brochures, web sites and briefings. While these are all vital aspects of communications that will continue throughout every phase of the program, they are only part of the role stakeholder communications plays in the success of FTI.

As FTI progresses through its program lifecycle, the program will require new communication strategies. **Successful communications with internal and external stakeholders at all levels depends on support and participation from everyone on the FTI Team.**

The FTI Stakeholder Communications Plan:

- ♦ Is the communications plan for the FTI Program. It lays the foundation for how the FTI Program Office will communicate from the FTI Program Office to stakeholders inside and outside of the Federal Aviation Administration (FAA).
- ♦ Explains the role that stakeholder communications plays in supporting the successful development, implementation and operations of the FTI Program.
- ♦ Outlines the Communications Tool Set, a suite of communication vehicles the FTI Program may use to connect with stakeholders.
- ♦ Describes the communication process, which includes communication categories and vehicles, and tracking messages and activities.



- ◆ Identifies FTI stakeholders, including the FTI Product Team, internal FAA stakeholders and external stakeholders.
- ◆ Provides a coherent strategy for communicating horizontally and vertically with stakeholders at all levels of the FAA, including high-level executives, product teams and field personnel.
- ◆ Addresses emerging messages and corporate issues, such as economic conditions, that may drive what, why, and how the FTI Program communicates.
- ◆ Outlines Stakeholder Communications' objectives and specific activities planned to achieve these goals.

FTI's core business is telecommunications, the science and technology of sending messages by electrical means. Just as the role of telecommunications is to provide clear connections from point A to point B, the role of FTI Stakeholder Communications is to deliver coherent information from the FTI Program Office to our stakeholders internal and external to the FAA.

### Stakeholder Communications Key Objectives:

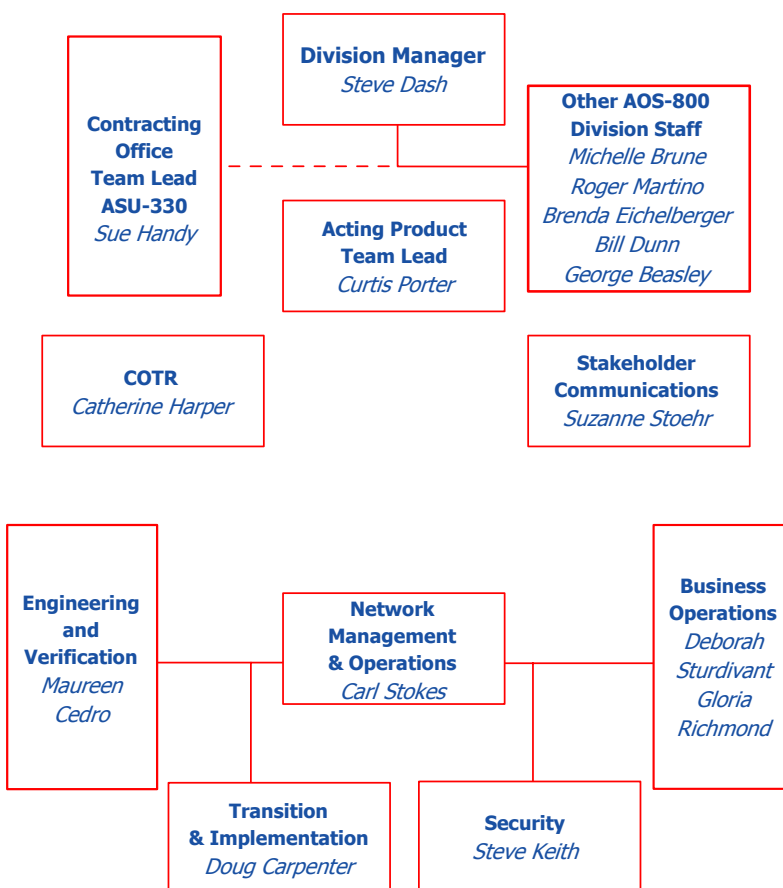
- **Objective 1:** Effectively communicate FTI program initiatives to increase stakeholders' awareness and understanding of FTI. Build strong, effective relationships with FTI stakeholders and attain their commitment to making FTI a success.
- **Objective 2:** Communicate clear, candid, accurate and timely information directly to internal and external stakeholders regarding FTI benefits, budget, schedule and business practices using multiple forms of communication.
- **Objective 3:** Provide timely, consistent and accurate information that result in intended actions and outcomes and reduce uncertainty and confusion.
- **Objective 4:** Communicate a clear unified voice from the FTI Program Office.
- **Objective 5:** Partner with the FTI contractor, Harris Corporation, to connect with stakeholders.
- **Objective 6:** Connect with FTI Working and Advisory Groups to leverage resources, consolidate activities and ensure consistent messaging. Consolidating messages, especially during implementation is KEY!
- **Objective 7:** Establish written policies that clearly define which vehicle should be used for different types of communications and procedures for communicating through these vehicles.
- **Objective 8:** Provide stakeholders with ways to respond directly to the FTI Program regarding communications sent, and provide forums where stakeholders can ask questions, discuss FTI-related issues, and get additional information about FTI.
- **Objective 9:** Continually evaluate and revise communications efforts, processes and messages to ensure objectives are achieved.



## The FTI Stakeholder Communications Team

- ♦ FTI Program Office
- ♦ FTI Product Team
- ♦ FTI Stakeholders

### FTI Program Office Staff AOS-800 (as of 1.27.03)



## II. The Communications Process:

- What is Stakeholder Communications?
- Communication Categories
- Communications Tool Set
- Strategy Considerations
- Tracking Communication Activities

### What is Stakeholder Communications?

Stakeholder communications is the formal business practice that helps an organization and its stakeholders adapt mutually to each other. Stakeholder communications:

- ◆ Has multiple audiences.
- ◆ Is an essential function of management.
- ◆ Encompasses many areas, including consultation, stakeholder relations, research, media relations, publicity, public affairs, government affairs, industry relations, special events, speech writing, and marketing communications.
- ◆ Is a continuous, systematic process using multi-media, not just a one-time event.

#### *The Stakeholder Communications Team:*

- ◆ Provides advice to management and other team members concerning policies, relationships and communications.
- ◆ Assists management and the Technical Leads in developing strategies for communicating with specific stakeholder groups, crafting messages and ensuring successful delivery of communications.
- ◆ Provides communication tools the FTI Team can use in communicating with stakeholders.
- ◆ Coordinates events and activities to increase awareness and understanding of FTI on behalf of the program.
- ◆ Is responsible for maintaining ongoing media, such as the FTI Internet and Intranet web sites, to ensure that the information is timely and accurate.
- ◆ Serves as editors to ensure that information sent from the FTI Program is accurate and supports the FTI brand.

#### *The FTI Brand:*

- ◆ The FTI brand is how stakeholders see FTI (the program's image) and how they feel about FTI.



## Communications Categories

FTI communications will generally fall into three categories: promotional, operational and crisis communications. All three types of communications can occur simultaneously.

Until now, FTI Stakeholder Communications has focused primarily on promoting the program. While promotional communications will continue to be very important throughout lifecycle of the program, it is only one element of the overall FTI communications strategy.

### Promotional Communications

Promotional communications focus on increasing stakeholders' awareness of FTI and to gain support and understanding of FTI from stakeholders.

Examples of promotional communications:

- ◆ Connecting with stakeholders face-to-face by hosting a FTI booth at trade shows and conferences.
- ◆ Briefing Regions and external customers on the benefits of FTI.
- ◆ Exhibiting the FTI booth in FAA Regions and Technical Centers.
- ◆ Showing our support for the program by wearing FTI apparel.
- ◆ Keeping stakeholders informed about FTI news, events, budget and benefits using the FTI web sites, printed materials and other electronic communications.

### Operational Communications

Operational communications address the day-to-day operations associated with FTI. Operational communications help stakeholders do their jobs and often call for action.

Examples of operational communications:

- ◆ Informing stakeholders about the process for ordering FTI services.
- ◆ Notifying stakeholders about FTI policies and procedures.
- ◆ Keeping stakeholders informed of changes in the FTI schedule.
- ◆ Relaying information about workarounds, training and technical issues.
- ◆ Updating senior executives on the status of FTI.

Within these communications categories, a priority of low, medium or high will be assigned to each communication.

Priority	Description
Low	For information only
Medium	Communications that require attention or action
High	Urgent communications that require immediate attention or action





Determining Communication Priority – *The message requester will make the initial determination of priority based on message content, timeline, and required action or response. Message priority may be changed during the approval process based on input from FTI Technical Leads and other member of the FTI Product Team. Complete policies and procedures for requesting messages to be sent through the official FTI communications vehicles (e.g., the FTI NEWS newsletter) will be developed and included in the FTI Stakeholder Communications policies and procedures.*

### **Crisis Communications**

Crisis communications deal with sudden significant events that disrupt FTI's and/or the FAA's normal activities. These types of problems create anxiety among stakeholders and may invoke media attention. Crises demand immediate response from management.

Examples of crises:

- ◆ Network outages
- ◆ Terrorist attacks
- ◆ Labor grievances
- ◆ Service disruptions
- ◆ Potentially damaging negative information

The Stakeholder Communications Team can assist management in anticipating and managing crisis. The Stakeholder Communications Team will work with the FTI Technical Leads and Harris Corporation to identify potential crises and existing crisis communications procedures. If necessary, the Stakeholder Communications Team will develop procedures for notifying and effectively communicating with stakeholders in the event of a crisis.



## Communications Tool Set

The Stakeholder Communications Team will identify and use the most effective media viable to reach stakeholders.

In order to effectively reach stakeholders, a variety of media may be used to communicate the same message to different audiences. In addition, while most FTI communications tools will be effective for reaching multiple audiences, there may be a need to develop additional communications vehicles that are tailored for specific stakeholder groups.

These vehicles *may* include, but are not limited to:

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"><li>• Acquisition Reviews</li><li>• Action Item Database</li><li>• Briefings</li><li>• Brochures</li><li>• Bulletin Boards</li><li>• Conferences &amp; Trade Shows</li><li>• Digicard (Multimedia CDs)</li><li>• Communications Archives</li><li>• Electronic Bulletin Boards</li><li>• Electronic Newsletters</li><li>• FAA Media (print, web, video, forums)</li><li>• Face-to-Face</li><li>• Flyers</li><li>• FTI Apparel</li><li>• FTI Calendar on Lotus Notes</li><li>• FTI Calendar on the Web</li><li>• FTI Connection on Lotus Notes</li><li>• FTI Exhibit</li><li>• FTI Internet Web Site</li><li>• FTI Intranet Web Site</li></ul> | <ul style="list-style-type: none"><li>• FTI Product Team Meetings</li><li>• FTI Stakeholder Communications Email Account</li><li>• FTI Style Guide</li><li>• FTI Web Email Account</li><li>• Graphics</li><li>• Industry &amp; Other Governmental Agency Media</li><li>• FTI Connection</li><li>• FTI Logo</li><li>• Marketing Packages</li><li>• Master Acronym List</li><li>• Newsletters</li><li>• One-pagers</li><li>• Paycheck Stuffers</li><li>• Posters</li><li>• Press Releases</li><li>• Print Newsletters</li><li>• Professional/Industry Associations Media and Forums</li></ul> | <ul style="list-style-type: none"><li>• Promotional Incentives</li><li>• Q &amp; As</li><li>• Regional Meetings</li><li>• Reports</li><li>• Shared Stakeholder Communications Drive</li><li>• Special Events in Connection with Major FTI Milestones</li><li>• Speeches</li><li>• Technical/Operational Documents</li><li>• Teleconferencing</li><li>• Telephone</li><li>• TV Programs</li><li>• Unions Media &amp; Forums</li><li>• Video</li><li>• Videoconferencing</li><li>• Web-conferencing</li></ul> |
|--|---|---|



### Strategy Considerations

- ◆ The Stakeholder Communications Team will look for opportunities to collaborate with the FTI Technical Leads to combine communications efforts with other FTI Program activities. Examples include combining Stakeholder Communications briefings with In-Service and Pathfinder Site meetings, making Regional visits in conjunction with overview briefings, and displaying the FTI exhibit where FTI meetings are occurring.
- ◆ Stakeholder communications must take into consideration sensitive issues and stakeholder groups, and strategize how FTI will handle information that could have a negative impact on the program.
- ◆ Efforts should be made to build on existing partnerships and build new relationships with stakeholders. FTI can capitalize on partnering with unions, other government agencies, industry and professional associations.
- ◆ Any communication strategy must have the support of the entire FTI Program Team.
- ◆ The corporate climate and policies must be taken into consideration in FTI communications. Communications should align with the Federal Aviation Administration (FAA) and FTI strategic goals and objectives.
- ◆ Emphasis must be placed on dating all FTI communications and releasing information on a timely basis to ensure that the information that reaches the field is timely, effective and accurate.
- ◆ FTI stakeholder communications should:
  - Be clear, concise, timely and accurate.
  - Be written in plain English.
  - Should be candid, even if delivering unwelcome news.
- ◆ Any changes to the FTI schedule, budget, benefits and business practices should be communicated to all FTI stakeholders affected by those changes using the appropriate means of communication.
- ◆ Stakeholder communications should provide an accurate program history.
- ◆ The Stakeholder Communications Team should provide the appropriate vehicles that allow stakeholders to share information and connect with one another (e.g., stakeholder section on the web).

### Tracking Communications

There are two main aspects of FTI communications tracking:

1. Creating a communications library on the FTI Connection – This easy-to-access database will provide the FTI Team with templates, logos, style guides and other resources they can use in communicating with stakeholder groups. This portal will also be a place to look up official communications sent.
2. Enhancing the existing Stakeholder Communications archive – This resource is available to the Stakeholder Communications Team. It includes electronic and paper copies of communication activities and includes the details behind those efforts.



### III. Benefits of FTI:

- What are the benefits of FTI?

#### What are the Benefits of FTI?

- ◆ Integrated Telecommunications Network
- ◆ State-of-the-Art Network Management Capabilities
- ◆ Improved Technology Insertion
- ◆ Standards-Based Interfaces
- ◆ Reduced Telecommunications Cost
- ◆ Efficient Business Processes
- ◆ Improved Bandwidth Utilization
- ◆ Enterprise-Wide Security Services



### IV. Key Stakeholders

- FAA FTI Team
  - ◆ FTI Program Office AOS-800
  - ◆ FTI Working Groups
  - ◆ FTI Product Team
- Harris FTI Team
  - ◆ Harris Corporation
  - ◆ Harris' Sub-Contractors
- Other Support Contractors
  - ◆ FAA Contracts and Companies Associated with those Contracts
- Internal FAA Stakeholders
  - ◆ FAA Senior Management
  - ◆ Sites
  - ◆ FAA Lines of Business (LOBs)
  - ◆ FAA Councils and Groups
  - ◆ FAA Regions
  - ◆ FAA Centers
  - ◆ Unions
  - ◆ FAA Programs Product Teams
- External Stakeholders
  - ◆ Government
  - ◆ Industry
  - ◆ Associations
  - ◆ International
  - ◆ Other



<b>FAA FTI Team</b>	
<b>AOS-800: FTI Program Office</b>	
<b>FTI Technical Areas</b>	<b>Staff</b>
<ul style="list-style-type: none"> <li>• Business Operations</li> <li>• Engineering &amp; Verification</li> <li>• Network Management &amp; Operations (NMO)</li> <li>• Security</li> <li>• Stakeholder Communications</li> <li>• Transition &amp; Implementation</li> </ul>	<ul style="list-style-type: none"> <li>• FAA Employees</li> <li>• Contractors:               <ul style="list-style-type: none"> <li>◆ CEXEC, Inc.</li> <li>◆ IT Strategy</li> <li>◆ ITT</li> <li>◆ LS Technologies</li> <li>◆ Mitretek</li> <li>◆ Unitech</li> </ul> </li> </ul>
<b>FTI Working and Advisory Groups</b>	
<ul style="list-style-type: none"> <li>• Business Operations Advisory Team (BOAT)</li> <li>• Business Operations Working Group (BOWG)</li> <li>• Contract Management Working Group</li> <li>• Cost Optimization Working Group</li> <li>• Engineering Working Group</li> <li>• Labor Relations Working Group (LRWG)</li> <li>• National Implementation Team (NIT)</li> <li>• Network Management Advisory Group (NMAG)</li> <li>• Network Management &amp; Operations Working Group (NMOWG)</li> </ul>	<ul style="list-style-type: none"> <li>• NMO Requirements Working Group</li> <li>• NMO NIMS (NAS Infrastructure Management System) Working Group</li> <li>• Program Management Working Group (PMWG)</li> <li>• Risk Management Working Group</li> <li>• Security Advisory Group</li> <li>• Service Verification Working Group (SVWG)</li> <li>• Training Working Group</li> <li>• Transition &amp; Implementation Working Group (TIWG)</li> </ul>



## **FAA FTI Team**

### **FTI Product Team**

- ACB 550 Solution Implementation Division's En Route Automation Modernization (ERAM), En Route Communications Gateway (ECG) Group
- AIO Information Services/Chief Information
- ANI NAS Implementation Program (Engineering)
- AOP-1000 NAS In-Service Management Division
- AOS-1 Operational Support Service
- AOS-21 Information Systems Security
- AOS-520 ACY Communications Systems Engineering Support Branch, William J. Hughes Technical Center
- AOS-700 Network Engineering & Management
- AOS-800 Acquisition Management (FTI Program Office)
- AOS-900 Business & Strategic Planning
- AOS-1000
- ARN Communications, Navigation, Surveillance Directorate
- ASU Office of Acquisitions
- ATP Air Traffic Procedures
- Regional TSM Telecommunications Services Management
  - ◆ AAL Alaska
  - ◆ ACE Central
  - ◆ AEA Eastern
  - ◆ AGL Great Lakes
  - ◆ ANE New England
  - ◆ ANM Northwest Mountain
  - ◆ ASO Southern
  - ◆ ASW Southwest
  - ◆ AWP Western-Pacific
  - ◆ AMC FAA Aeronautical Center
  - ◆ ACT William J. Hughes Technical Center
  - ◆ Volpe NTSC – Office of Aviation Research
- Unions
  - ◆ AFSCME American Federation of State, County and Municipal Employees, AFL-CIO
  - ◆ NAATS National Association of Air Traffic Specialists
  - ◆ NATCA AF National Air Traffic Controllers Association Airway Facilities
  - ◆ NATCA AT National Air Traffic Controllers Association Air Traffic
  - ◆ PASS Professional Airway Systems Specialists

### **Other Members of the FTI Product Team**

- AND Office of Communications, Navigation and Surveillance Systems
- ASD Office of System Architecture and Investment Analysis
- ATB Terminal Business Service (STARS, weather)
- AVR Associate Administrator for Regulation & Certification



<b><i>Harris FTI Team</i></b>	
<b>Prime FTI Contractor</b>	<b>Harris' Sub Contractors</b>
<ul style="list-style-type: none"> <li>Harris Corporation</li> </ul>	<ul style="list-style-type: none"> <li>Telecom Service Providers:               <ul style="list-style-type: none"> <li>♦ <i>Access:</i> Qwest, SBC, BellSouth, Verizon</li> <li>♦ <i>Transport:</i> Sprint</li> </ul> </li> <li>Field Support Service:               <ul style="list-style-type: none"> <li>♦ Raytheon</li> </ul> </li> <li>Equipment Providers and NAS Specialists:               <ul style="list-style-type: none"> <li>♦ Cisco Systems, CSSI, Sensis, Adtran, Northrop Grumman Litton Denro, Hi-Tec Systems, General Dynamics/CSTI, Lockheed Martin</li> </ul> </li> </ul>

<b><i>Other Support Contractors</i></b>
<b>FAA Contracts &amp; Companies Associated with those Contracts</b>
<ul style="list-style-type: none"> <li>Aeronautical Mobile Communications System (AMCS)               <ul style="list-style-type: none"> <li>♦ ARINC</li> </ul> </li> <li>Aeronautical Communications Services (ACS)</li> <li>Aeronautical Information System (AIS)</li> <li>FAA Agency Data Telecommunications Network (ADTN)               <ul style="list-style-type: none"> <li>♦ CACI</li> </ul> </li> <li>FAA Agency Data Telecommunications Network 2000 (ADTIN-2000) support               <ul style="list-style-type: none"> <li>♦ SAIC</li> </ul> </li> <li>Bandwidth Manager (BWM) support               <ul style="list-style-type: none"> <li>♦ TRIOS</li> </ul> </li> <li>Broad Information Technology Services (BITS)</li> <li>Federal Technology Service (FTS)</li> <li>FTSC Management and Administration               <ul style="list-style-type: none"> <li>♦ ITT                   <ul style="list-style-type: none"> <li>o OTS</li> <li>o PMA</li> </ul> </li> </ul> </li> <li>Hawaii LINCS Bridge</li> <li>Invoice and Financial Management Service (IFMS)               <ul style="list-style-type: none"> <li>♦ Northrop Grumman IT</li> </ul> </li> <li>Leased Interfacility NAS Communications System (LINCS) Bridge               <ul style="list-style-type: none"> <li>♦ WorldCom</li> </ul> </li> <li>Regional Telecom Support (RTS)               <ul style="list-style-type: none"> <li>♦ RSIS</li> </ul> </li> <li>Voice Telecommunications System (VTS)               <ul style="list-style-type: none"> <li>♦ RSIS</li> </ul> </li> </ul>





<b><i>Internal FAA Stakeholders</i></b>		
<b>FAA Senior Management</b>	<b>FAA Lines of Business</b>	<b>FAA Councils &amp; Groups</b>
	<ul style="list-style-type: none"> <li>• ARP Airports</li> <li>• ATS Air Traffic Services</li> <li>• AST Commercial Space</li> <li>• AVR Regulation and Certification</li> <li>• ARA Research and Acquisition</li> <li>• ARC Assistant Administrator for Region and Center Operations</li> <li>• ABA FAA Cost and Performance Management</li> <li>• ASY Office of System Safety</li> <li>• AIA International Aviation</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition Review Board</li> <li>• Communications Steering Workgroup</li> <li>• Joint Resources Council (JRC)</li> <li>• Security Advisory Council (security community within the FAA)</li> </ul>
<b>Sites</b>		
<ul style="list-style-type: none"> <li>• All Sites</li> </ul> <p>Pathfinder Sites:</p> <ul style="list-style-type: none"> <li>• Kansas City</li> <li>• Ft. Worth</li> </ul>		
<b>FAA Regions</b>	<b>FAA/DOT Centers</b>	<b>Unions</b>
<ul style="list-style-type: none"> <li>• AAL Alaska</li> <li>• ACE Central</li> <li>• AEA Eastern</li> <li>• AGL Great Lakes</li> <li>• ANE New England</li> <li>• ANM Northwest Mountain</li> <li>• ASO Southern</li> <li>• ASW Southwest</li> <li>• AWP Western-Pacific</li> </ul>	<ul style="list-style-type: none"> <li>• AMC FAA Aeronautical Center, Oklahoma City, OK</li> <li>• ACT William J. Hughes Technical Center, Atlantic City, NJ</li> <li>• Volpe Office of Aviation Research, Volpe National Transportation Center, Cambridge, MA</li> </ul>	<ul style="list-style-type: none"> <li>• AHL Represents National Unions (AFSCME, NAATS, NATCA AF, NATCA AT, PASS)</li> <li>• Local Unions (especially at Technical and Aeronautical Centers)</li> </ul>



### FAA Programs Product Teams

- ACQUIRE (FAA) Acquisition Management System (Replaces SAM)
- ADAS Automated Weather Observing System Data Acquisition System
- ADL Aeronautical Data Link
- ADTN 2000 FAA Agency Data Telecommunications Network 2000
- AFCIMS Airway Facilities Corporate Information Management System
- AFSSVS Automated Flight Service Station Voice Switch
- AIS Aeronautical Information System
- ALSF-2 High Intensity Approach Lighting System with Sequenced Flashing Lights
- AMASS Airport Movement Area Safety System
- ANICS Alaskan NAS Interfacility Communications System
- ARP Office of Airport System
- ASR-11 Digital Airport Surveillance Radar
- ATCBI-6 Air Traffic Control Beacon Interrogator – 6
- ATCFTM (DOD/FAA) Air Traffic Control Facility Transfer Modernization
- ATCSCC Air Traffic Control System Command Center
- ATOMS Air Traffic Operations Management Systems
- AVR Regulation and Certification Information System
- AWOS/ASOS Automated Weather Observing System/Automated Surface Observing System
- BUEC Backup Emergency Communications
- BWM Bandwidth Manager
- C-3 Command and Control Communications
- CAEG Computer Aided Engineering Graphics
- CAPSTONE Air Traffic Management Systems
- CFE Communications Facility Expansion
- DBRITE/DVC Digital Bright Radar Indicator Tower Equipment Video Compression
- DELPHI Departmental Accounting Financial Information System
- DMN Data Multiplexing Network Phase III
- DVTS Digital Video Teleconferencing System
- ENET ENET (Enterprise Network) Internet Telecommunications Services
- FAATSAT FAA Telecommunications Satellite System
- FF Free Flight
- FOMS FAA Owned-Microwave System
- FSAS Flight Service Automation System
- FSP Financial Systems Program
- FTI FAA telecommunications Infrastructure
- FTS2001 Federal Telecommunications System - FTS2000



## FAA Programs Product Teams (cont.)

- GOMEX-CNS Gulf of Mexico-Communications Navigation Surveillance
- HRIS Human Resource and Payroll Modernization
- ILS Instrument Landing System
- ITWS Integrated Terminal Weather System
- LAAS Local Area Augmentation System
- LINCS Leased Interfacility NAS Communications System
- MALSR Medium Intensity Approach Lighting System w/Runway Alignment Indicator Lights
- MAN HDN Headquarters Metropolitan Area Network
- MCAFS Mobile Communications for Airways Facilities Specialists
- MDCRS ARINC Meteorological Data Collection & Reporting System
- NADIN National Airspace Data Interchange Network
- NASR NAS Resources
- NEXCOM Next Generation Air-to-Ground
- NIMS NAS Infrastructure Management System [Includes RMMS]
- NOTAM International Notices to Airman Program
- OAP Oceanic Automation Program
- PAPI Precision Approach Path Indicator System
- REIL Runway-End Identifier Lights
- RVR New Generation Runway Visual Range System
- STARS Standard Terminal Automation Replacement System
- TIMS Telecommunications Information Management System
- TDLS Tower Data Link Services System
- TFM Traffic Flow Management
- TR-ATL TRACON, Atlanta (ATL)
- TR-NOCAL TRACON, Northern California (NCT)
- TR-PCT TRACON, Potomac Consolidated TRACON (PCT)
- TVSR Terminal Voice Switch Replacement System Program
- USITS U.S. International Telecommunications Systems
- VTS Voice Telecommunications Switch
- WAAS Wide-Area Augmentation System
- WAFS World Area Forecast System
- WARP Weather and Radar Processor
- WSP Weather Systems Processor



<i><b>External Stakeholders</b></i>		
<b>Government</b>	<b>Industry</b>	<b>Associations</b>
<ul style="list-style-type: none"> <li>• Congress               <ul style="list-style-type: none"> <li>◆ Appropriations Committee</li> <li>◆ Commission On The Future Of The U.S. Aerospace Industry</li> <li>◆ Committee On Transportation And Infrastructure Subcommittee On Aviation</li> <li>◆ Subcommittee On Transportation Concerning The Federal Aviation Administration</li> <li>◆ Transportation Committee</li> </ul> </li> <li>• Department of Commerce               <ul style="list-style-type: none"> <li>◆ National Weather Service (NWS)</li> </ul> </li> <li>• Department of Defense (DoD)               <ul style="list-style-type: none"> <li>◆ Air Force</li> <li>◆ Defense Information Technology Contracting Office (DITCO)</li> <li>◆ National Defense Program (NDP)</li> </ul> </li> <li>• Department of Homeland Security</li> <li>• Department of Transportation (DoT)               <ul style="list-style-type: none"> <li>◆ Coast Guard</li> </ul> </li> <li>• General Services Administration (GSA)</li> <li>• Transportation Security Administration (TSA)</li> <li>• Treasury Department</li> <li>• NASA               <ul style="list-style-type: none"> <li>◆ Aerospace Technology Enterprise</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Airline Industry</li> <li>• ARINC</li> <li>• IBPs</li> <li>• Non-Federal Air Traffic Control Towers</li> <li>• Security Industry</li> <li>• Telecommunications Industry</li> <li>• Professional Services Council</li> <li>• GEIA</li> <li>• Industry Advisory Council (IAC)</li> </ul>	<ul style="list-style-type: none"> <li>• Airline Pilots and Owners Association (AOPA)</li> <li>• Air Traffic Control Association (ATCA AF)</li> <li>• Air Traffic Control Association (ATCA AT)</li> <li>• Experimental Aircraft Association (EAA)</li> <li>• National Business Aviation Association (NBAA)</li> </ul>
<b>International</b>	<b>Other</b>	
<ul style="list-style-type: none"> <li>• Civil Aviation Authority (CAA)</li> <li>• MIVA</li> <li>• International Civil Aviation Organization (ICAO)</li> </ul>		



### V. Messages to Key Stakeholders:

#### Overall Messages/Emerging Themes:

- ◆ FTI will impact the way the FAA does business corporate-wide.
- ◆ If we do our job right, FTI transition will be transparent to the end user.
- ◆ FTI will involve change. Changes will be incremental and implemented over an extended period of time.
- ◆ The area of provisioning telecommunications services (e.g., requirements and network engineering, service ordering and implementation) is an area most likely to be impacted by FTI.
- ◆ FTI will offer services equivalent to services offered today, as well as a portfolio of new services.
- ◆ New FTI technology is essential to the implementation of new NAS programs.
- ◆ There's a budget crunch. Communications must maximize impact with limited resources.
- ◆ The field is concerned with FTI implementation, specifically with ensuring FTI is working properly before disconnecting old services.
- ◆ The systems to be transitioned to FTI include ADTN, BWM, RCL/LDRCL, LINCOS, NADIN II, DMN and some services under FTS.
- ◆ The FAA has historically expanded telecommunications incrementally to meet Air Traffic Control (ATC) needs as they have grown. This approach has led to an overly complex integration of telecommunications networks and sub-networks. Continuing to rely on this strategy is inefficient and costly. Studies show that continuing with this current strategy will drive telecommunications costs to the point they will become the largest single operational cost (next to salaries) for future ATC operations.
- ◆ FTI provides telecommunications backbone network security services for voice, video and data. FTI security services do not provide facility or application level security.
- ◆ We need to overcome the reluctance to introduce new processes and technology that impact the workforce.
- ◆ The FAA has a diverse user community with conflicting priorities.



*This matrix will develop and grow as the program progresses.*

Stakeholder	Message/Type of Information	Communications Vehicle
<b>FAA FTI Team</b>		
<ul style="list-style-type: none"> <li>AOS-800 FTI Program Office</li> <li>FTI Working and Advisory Groups</li> <li>FTI Product Team</li> </ul>		<ul style="list-style-type: none"> <li>FTI Communications Resources section on the FTI Connection</li> <li><i>FTI NEWS</i></li> <li>FTI Internet</li> <li>FTI Intranet</li> </ul>
<b>Harris FTI Team</b>		
<ul style="list-style-type: none"> <li>Harris Corporation</li> <li>Harris' Sub-contractors</li> </ul>		
<b>Other Support Contractors</b>		
<ul style="list-style-type: none"> <li>FAA Contracts &amp; Companies Associated with those Contracts</li> </ul>		<ul style="list-style-type: none"> <li><i>FTI NEWS</i></li> <li>FTI Internet</li> <li>FTI Intranet</li> </ul>
<b>Internal FAA Stakeholders</b>		
<ul style="list-style-type: none"> <li>FAA Programs Product Teams</li> <li>Sites</li> <li>FAA Lines of Business (LOBs)</li> <li>FAA Councils and Groups</li> <li>FAA Regions</li> <li>FAA Centers</li> <li>Unions</li> </ul>	<ul style="list-style-type: none"> <li>How to order our services</li> <li>How FTI services are paid for</li> <li>Transition Dates</li> <li>Q&amp;As</li> <li>FTI status</li> <li>How will FTI affect me, personally?</li> <li>Staffing impacts</li> <li>Training needs</li> <li>How does FTI impact my FAA facility?</li> </ul>	<ul style="list-style-type: none"> <li>Briefings</li> <li>Marketing Packages</li> <li>Traveling FTI Exhibit</li> <li>Communications Kit</li> <li>Trade Shows, Conferences</li> <li><i>FTI NEWS</i></li> <li>FTI Internet</li> <li>FTI Intranet</li> <li>FTI Connection</li> <li>FAA Media</li> <li>Union media</li> </ul>
<b>External Stakeholders</b>		
<ul style="list-style-type: none"> <li>Government</li> <li>Industry</li> <li>Associations</li> <li>International</li> <li>Other</li> </ul>	<ul style="list-style-type: none"> <li>What services do we provide external customers?</li> <li>Long-term: How do we do business with non-FAA customers?</li> </ul>	<ul style="list-style-type: none"> <li>Briefings</li> <li>Marketing Package</li> <li>Trade Shows, Conferences</li> <li>Industry Media</li> <li>Associations Media</li> <li>FTI Internet</li> <li>FTI Intranet</li> </ul>



### VI. Communications Implementation:

- Leveraging the Working and Advisory Groups
- Support Contracts
- FTI Internet and Intranet Web Sites
- FTI Communications Resources on the FTI Connection
- FTI NEWS Electronic Newsletter
- Other Planned Communications Efforts and Activities

#### Leveraging the Working and Advisory Groups

The technical areas of the FTI Program are interdependent. Decisions, issues and outcomes in one area almost certainly impact other areas of the FTI Program.

Combining stakeholder communications with efforts and activities already planned by the FTI Working and Advisory Groups allows the program to maximize efforts and resources, and ensures that the program delivers consistent messaging.

Combining efforts include:

- ◆ Sharing significant outcomes from working group meetings with the rest of the FTI Team. Sharing results will help eliminate duplication of efforts within the program. It also ensures that important material is communicated to the broader audience that needs the information.
- ◆ Taking the opportunity to brief managers on FTI when you attend a team meeting in a Region.
- ◆ Inviting key stakeholders to be part of the working groups.
- ◆ Directing stakeholders to the FTI Internet and Intranet web sites for more information about FTI.

Consolidating messages, especially during implementation, is KEY!

#### Support Contracts

FTI relies on a number of support contracts that are critical to the success of FTI. One of these contracts is Invoice and Financial Management Services (IFMS), which assists the FAA in the financial management of the FTI Program. Stakeholder Communications will convey information to stakeholders about IFMS and other support contracts as they relate to FTI.

#### FTI Internet and Intranet Web Sites

As the FTI Program changes, so will the FTI Internet, <http://www.faa.gov/programs/fti> and Intranet, [tipt.faa/aos800](http://tipt.faa/aos800).

Until now, the primary role of the web was to promote FTI and introduce stakeholders to the program. The focus of the sites is changing. In addition to promoting FTI, the sites will now provide more functional information that will help stakeholders plan for FTI (e.g., the FTI schedule).



**The FTI web sites belong to the entire FTI Team.** The sites include sections for each technical area: Business Operations, Engineering, Service Verification, Transition & Implementation, Network Management & Operations, Security and Stakeholder Communications. The technical leads "own" their sections of the web sites, where they can present information relevant to their stakeholder groups.

Redesigning the web sites to improve navigation and meet the current needs of stakeholders is a top priority for the Stakeholder Communications Team. The technical leads will determine what information they want posted in their sections, while the look and feel will stay consistent throughout the FTI sites.

### FTI Communications Resources on the FTI Connection

The FTI Communications Resources is a communications portal on FTI Lotus Notes Connection. It is a central source for FTI communications tools and information that the FTI Team can use to help them communicate with stakeholders. This database:

- ◆ Provides briefing templates, logos and other tools the team can use when communicating about FTI.
- ◆ Serves as a library for communications resources and archived information.
- ◆ Encourages use of standards to ensure that all FTI stakeholder communications are consistent, that the FTI brand is supported, and that the FTI Program speaks with one voice.

The FTI Product Team and other FTI stakeholders who have access to FAA's Lotus Notes are the main audiences for this database. The database includes the following sections:

- ◆ Reference Guides
- ◆ Graphics Library
- ◆ FTI Communications Archives
- ◆ FTI Org Chart
- ◆ FTI Overview Briefings
- ◆ Points of Contact
- ◆ Presentation Templates
- ◆ Links to the FTI Intranet and FTI Internet

### *FTI NEWS* Electronic Newsletter

The Stakeholder Communications Team is currently developing *FTI NEWS*, an electronic newsletter that will be sent to stakeholders via email on a regular basis.

*FTI NEWS* will be a source of general FTI information. The newsletter will highlight the latest FTI news and events, and include news from each technical area: Business Operations, Engineering, Service Verification, Transition & Implementation, Network Management & Operations, Security and Stakeholder Communications.





## Other Planned Communications Efforts and Activities

What	Description	Purpose	When	Status
<b>1. FTI National Workshops</b>	Joint meetings of the FTI teams and stakeholders from the FAA and Harris.	Inform stakeholders on the status of FTI.	Ongoing	National Implementation Team Workshop June 3-5, 2003
<b>2. Trade Shows &amp; Conferences</b>	FTI booth at FAA and industry-related exhibitions. Possible venues include the Aircraft Owners & Pilots Assoc. (AOPA); Air Traffic Controllers Assoc. (ATCA); Experimental Aircraft Association (EAA); National Air Traffic Controllers Assoc. (NATCA); Nat'l Business Aviation Assoc. (NBAA).	Increase stakeholders' awareness of FTI. Educate stakeholders on the FTI benefits, schedule and operations.	Ongoing	
<b>3. The FTI exhibit on display at FAA Regional Offices, technical centers and other facilities</b>	The FTI exhibit will travel between FAA facilities, where it will be set up in lobbies or other prominent locations. The exhibit will remain in each site for approximately one month. The touch screen and any handouts will be tailored for the audience at that facility. FTI staff or a contractor will be needed to set up and tear down the exhibit, but will not be needed to staff the exhibit throughout its stay.	Increase stakeholders' awareness of FTI. Educate stakeholders on the FTI benefits, schedule and operations.	TBD	
<b>4. Briefings to FTI Stakeholders</b>	Stakeholder Communications and other members of the FTI Team brief stakeholder groups on FTI. These briefings include stakeholders at all levels internal to the FAA and external to the FAA (e.g., Acquisition Review, Regional Briefings, etc.).	Increase stakeholders' awareness of FTI. Educate stakeholders on the FTI benefits, budget, schedule and operations.	Ongoing	
<b>5. Marketing Package for Stakeholders</b>	An orientation for customers. This package of general FTI information will include a standard briefing. It may also include Q&As and other print and electronic media (e.g., digicard).	Increase stakeholders' awareness of FTI. Educate stakeholders on the FTI benefits, schedule and operations.	Sept. 2003	
<b>6. Print projects</b>	One-pagers, brochures, guides, briefings and other printed materials used at the national workshops, trade shows and other venues.	Increase stakeholders' awareness of FTI. Educate stakeholders on the FTI benefits, schedule and operations.	Ongoing	



What	Description	Purpose	When	Status
<b>7. Digicard</b>	Multimedia presentation compressed to fit on a business card sized CD to hand out at the workshops, trade shows and other events.	Increase stakeholders' awareness and educate them on the benefits of FTI. Could also provide operational information.	TBD	
<b>8. FTI Stakeholder Communications Email Account</b>	A shared email account for sending official FTI Program information (e.g., <i>FTI NEWS</i> , global emails, etc.).	Communicate a clear unified voice from the FTI Program Office; manage and track FTI information; keep people out of mail jail.	Feb. 2003	
<b>9. FTI Communications Reference Guides</b>	FTI-related reference guides, including a master FTI acronym list, a FTI glossary and a FTI style guide	Provide tools the FTI Team can use when communicating with stakeholders. Ensure consistency in style and grammar, ensure that the FTI brand is supported and that the FTI Program speaks with one voice	Ongoing	
<b>10. FTI Posters</b>	Posters for FAA Regions and Centers	Increase awareness of FTI. Keep FTI brand out there. Encourage stakeholders to access the FTI web sites.	TBD	
<b>11. FTI Communications Kit</b>	A collection of templates the FTI Team and points of contact in the field can use to communicate about FTI. The kit would include press release and article templates, Q&As, FTI glossary, talking points and other FTI information.	Increase stakeholders' awareness and educate them on FTI benefits, schedule and operations.	TBD	
<b>12. FTI Articles</b>	FTI stories that appear in FAA media, union media, industry media and other external media.	Increase stakeholders' awareness of FTI. Educate stakeholders on the FTI benefits, schedule and operations.	Ongoing	
<b>13. FTI Apparel</b>	Shirts, jackets and other apparel with the FTI logo on them.	Increase stakeholders' awareness of FTI; show support for the program.	Ongoing	

## VII. Measurement and Evaluation:

The Stakeholder Communications Team will explore options for measuring the success of FTI communications to ensure that FTI messages are getting through and stakeholders are taking intended courses of action.

If possible, the Stakeholder Communications Team will engage the working groups and leverage efforts they already have in place or are planning.

Measurement and evaluation methods may include:

- ◆ Before and after polls
- ◆ Publicity tracking/content analysis
- ◆ Inquiry analysis studies
- ◆ Focus group research
- ◆ Observation/participation
- ◆ Communications audits

Through these methods, the FTI Program can determine:

- ◆ Information gaps
- ◆ Effectiveness of communication channels

## VIII. Planning Ahead:

- Stakeholder Communications Policies & Procedures
- Changing Nature of FTI Communications
- Crisis Communications

### Stakeholder Communications Policies & Procedures

The Stakeholder Communications Team will establish written policies and procedures for communicating with FTI stakeholders.

This ongoing effort will include a comprehensive set of procedures the Stakeholder Communications Team uses to communicate with stakeholders. These procedures will include:

- ◆ Stakeholder mailing lists
- ◆ Process flows
- ◆ Distribution methods
- ◆ Forms and guidelines for FTI Team members to use when communicating through stakeholder communications vehicles. These guidelines will be available on the FTI Connection.
- ◆ Comprehensive list of all media available for communicating FTI information and clear definitions of which vehicle should be used for different types of communication. This list will include internal FTI communications vehicles, FAA media, union media, industry and other external media. Contacts, publication dates, etc. will be included in this list.

### The Changing Nature of FTI Communications

At the FTI Program moves forward, the nature of FTI stakeholder communications will change. For example, we are already seeing a shift from focusing on communicating promotional information to communicating operational information. Stakeholder communications will evolve along with the program.

### Crisis Communications

Crisis communications deal with how the FTI Program will strategically communicate with stakeholders when unforeseen events occur. (Examples include network outages, terrorist attacks, etc.) The Stakeholder Communications Team will work with the FTI Technical Leads and Harris Corporation to identify existing crisis communications procedures, and if necessary, develop procedures for notifying stakeholders in the event of a crisis. These policies and procedures may include:

- ◆ Dealing with a potential crisis before it goes public.
- ◆ Responding to information that could have an adverse impact on FTI.
- ◆ Decision-making and emergency communications approval procedures.
- ◆ Communications vehicles and distribution methods used when communicating during a crisis.